

Chapter 5 : IMPLEMENTATION STRATEGY

Implementation of the Comprehensive Plan involves the following steps.

1. The Town and Village Boards should formally charge the appropriate parties with the responsibility of carrying out the action steps recommended in Chapter 3. This would entail the governing bodies sending memoranda or letters to the appropriate parties (persons or agencies) instructing or requesting the parties (as appropriate) to carry out the task(s) for which they are responsible. Copies of the appropriate pages containing the Plan goals and action steps should accompany the memoranda and letters. The governing bodies should also request that they be provided with progress reports from time to time.
2. For those tasks that require municipal funding in order to be carried out, the governing bodies will need to appropriate the necessary funding. Each year's appropriations should correspond to the action steps to be carried out for that particular year. This Plan is not meant to supersede the authority of the governing bodies with regard to budget preparation and the levying of taxes. If, in the opinion of each governing body, their municipality cannot afford to carry out the action steps identified in any particular year, the governing bodies retain the authority to postpone the action step or steps until such time as, in the opinion of each governing board, their respective municipalities can afford to appropriate the needed funds.

For capital projects that exceed the financial resources of a municipality, the municipality should explore obtaining State and Federal grant and low-interest loan funding. A number of State and Federal funding programs exist for which each municipality may be eligible. Frequently, in order to qualify for State and Federal funding, municipalities must expend some money up front in order to make preparations to apply for grants and low interest loans. Typically these up-front expenditures involve engineering and consulting fees to prepare preliminary engineering reports, costs estimates, and applications. The governing bodies should take this into consideration when preparing annual budgets. Often, however, grant programs will reimburse applicants for many of these up front expenses if the applicant is awarded a grant.

3. It is recommended that the municipalities also prepare multi-year Capital Improvement Plans (CIP). A CIP identifies, year by year, the capital projects a municipality intends to undertake over the course of the next several years. In New York State, the CIP's planning horizon is typically six years. The CIP also identifies the estimated cost of each project and the proposed sources of funds for each. If grant funds or low-interest loans are to be pursued, these potential sources should also be identified in the CIP.
4. It is recommended that the municipalities also establish and maintain capital reserve funds. Funds earmarked for the capital reserve fund should be appropriated each year to the extent that the governing bodies are able to do so. As the funds accumulate within the capital reserve fund, the governing boards are then able to apply some or all of the funds toward the construction of capital improvements. New York State law

governs both the creation and use of capital reserve funds and the governing bodies should consult their respective municipal attorneys for guidance. The utilization of CIP's along with the appropriation of funds annually to capital reserve funds helps to provide the funding needed to carry out the Comprehensive Plan action steps that involve the construction of physical improvements.

IMPLEMENTATION ACTIONS BY TIMEFRAME

The following list itemizes the actions required to implement the Comprehensive Plan. Except where noted, (with the responsible agency indicated by parentheses), all participating municipalities are expected to share responsibility for implementing the actions.

On-going Actions

Zoning and other land use regulation

- Enforce zoning regulations against the owners of illegally-converted dwellings in order to have the dwellings converted back to single family dwellings.

Agricultural protection

- Continue to enforce policies that restrict water service lateral connections to limit new development within Agricultural Districts.
- Encourage communication between the agricultural community and the general public. Increase awareness of the benefits of agriculture to the community and of the impacts to be expected from standard agricultural practices.
- Encourage the County Agricultural and Farmland Protection Board to mediate conflicts between farm and non-farm neighbors and to encourage agricultural practices that are sensitive to impacts of neighbors.
- Work with local, regional and statewide advocacy groups to address concerns such as labor and pesticide regulations, insurance costs, availability of credit, and other policies and regulations that constrain farming.

Village revitalization and neighborhood preservation

- Continue the joint, co-operative advertising and promotional campaigns in the Village of Medina. (Medina Business Association)
- Continue the Village's revolving loan program to make loans available to businesses in Medina. (Village of Medina)
- Maintain and improve streets and sidewalks in Lyndonville to enhance the pedestrian environment. (Village of Lyndonville)

Industrial development

- Work with COIDA, the Orleans Chamber of Commerce and the Medina Business Association to publicize the Orleans County micro-enterprise loan program for assisting small business start-ups.
- Maintain and upgrade telecommunications infrastructure to ensure that the system provides state-of-the-art technology, and has the capacity needed for home-based businesses and jobs that are dependent on telecommuting and telecommunications.

- Enhance and encourage the quality of life amenities of the community that are important to business owners, e.g., good schools; arts, entertainment and cultural programs and venues; recreational facilities and programs; good housing stock; and restaurants.

Recreation/ Culture/ Tourism

- Coordinate local Canal development efforts closely with operating and marketing departments of the NYS Canal Corporation.
- Encourage property owners to retain the historic character of buildings during renovations. Provide information (e.g., State Historic Preservation Office technical memoranda) to landowners and contractors regarding materials and techniques that are compatible with historic character.
- Promote local business establishments at festivals and other events that draw people to the area.
- Continue support of cultural events such as the Buffalo Philharmonic concert series.

Utilities and waste management

- Maintain and periodically construct improvements to the existing water and sewer systems.
- Construct water lines to serve areas most in need of public water service
- Maintain rip-rap to control erosion at the Village of Lyndonville’s water treatment plant.

Immediate Actions (within 1 year)

Revise zoning regulations

- Encourage industrial, commercial and residential development in and adjacent to villages and hamlets
- Ensure low density development in rural areas, consistent with rural character.
- Require buffers to be incorporated in the design of residential development in agricultural areas
- Incorporate design standards to protect community character
- Continue to designate “single family only” zoning districts in the Villages of Medina and Lyndonville.
- Ensure consistency among western Orleans communities, especially with regard to definitions of uses and uses permitted in business and industrial districts
- Permit agriculture-related, home based businesses in agricultural areas. Incorporate safeguards to protect rural character and neighboring residences.
- Facilitate the establishment of bed and breakfast inns.
- Consider allowing restaurants and other tourist businesses to be operated out of homes in Medina.
- Permit agricultural support businesses in agricultural zones
- Encourage redevelopment and productive re-use of the upper stories of buildings in downtown Medina for non-residential uses, provided that such uses comply with State codes.
- Prohibit incompatible non-residential uses in residential areas
- Ensure that adequate buffers are incorporated into the design of non-residential development that adjoins residential areas.
- Discourage the continuation of non-conforming uses in mixed use areas.
- Develop design standards for signage adjoining the Erie Canal in Medina.
- Include provisions, consistent with DEC requirements, for waste and stormwater management at business and industrial sites that handle potentially hazardous materials.
- Permit businesses in the scrap industry to operate in designated districts of the towns.

Improve the administration and enforcement of zoning and other local laws

- Prepare forms and checklists to streamline administrative procedures
- Enforce regulations that require screening of dumpsters facing the municipal parking lots in Medina. (Village of Medina)
- Improve enforcement of existing property maintenance laws.
- Ensure continued certification of Code Enforcement Officers
- Provide public education about zoning and land use policies

Agricultural Protection

- Enact local “Right to Farm” laws. (Towns of Shelby, Ridgeway and Yates)

Village Revitalization and Neighborhood Preservation

- Work with the Medina Business Association to encourage owners of property adjoining the Erie Canal in Medina to clear brush, mow weeds and grass, and remove junk and debris. (Village of Medina)
- Request that Niagara Mohawk bury or relocate power lines in Lyndonville (possibly in conjunction with DOT’s planned reconstruction of Main Street) (Village of Lyndonville)
- Work with the Medina Business Association to implement a “Keep Medina Clean” campaign. (Village of Medina)
- Work with the Medina Business Association to encourage businesses to establish uniform business hours and to adhere to posted business hours. (Village of Medina)

Industrial Development

- Clear and grub the undeveloped portions of the Medina Industrial Park and construct temporary access roads to facilitate the showing of sites to prospective tenants.
- Designate one public official in each community (preferably the chief elected official) to serve as the industrial development contact/ liaison.
- Donate municipal-owned land to the COIDA.
- Encourage property owners to donate land to the COIDA.

Recreation, Culture and Tourism

- Work with Go-Art! to display works of local artists and historic artifacts in municipal buildings.

Intergovernmental Cooperation/ Consolidation of Services

- Work with the Medina Fire Chief to evaluate the feasibility of using paid Medina firefighters to conduct fire safety inspections. (Village of Medina)
- Appoint a representative to the Niagara-Orleans BOCES Purchasing Council.
- Appoint a representative to the Niagara-Orleans BOCES Intergovernmental Relations Council to develop a strategy to reduce the cost of electric and long-distance telephone service.
- Utilize the purchase contracts of: New York State; Orleans, Monroe, Niagara and Genesee Counties; and existing purchasing cooperatives (Niagara-Orleans BOCES and GLOW Solid Waste Management Committee) to reduce the cost of purchasing equipment, supplies, and services.
- Work with utility companies to upgrade utility services.

Short-term Actions (within 1-2 years)

Zoning enforcement/ Property maintenance

- Evaluate workloads of zoning/code enforcement officers. Consider expanding staffing and/or work hours and providing additional clerical support. Evaluate the feasibility of consolidating zoning/code enforcement functions among municipalities.
- Adopt local property maintenance regulations, if needed, to supplement the NYS Code which became effective in January 2001. Defer action until after reviewing the new Code.
- Work with the Orleans County Department of Social Services to evaluate the feasibility of developing agreements whereby DSS mails rent checks directly to landlords in exchange for the landlords consenting to “move in/ move out” inspections of apartments by local code enforcement officers each time tenants change.
- Institute training policies for members of Planning Boards and Zoning Boards of Appeal

Agricultural protection

- Work with the Canal Corporation to develop a fair system to allow farmers to use canal water for irrigation purposes

Village Revitalization and Neighborhood Preservation

- Provide incentives to businesses to reuse and/or renovate existing vacant or under-used buildings in targeted areas of the Village of Medina. (Village of Medina)
- Work with NYS DOT to minimize disruption to businesses during the highway reconstruction project. Encourage the provision of temporary business and parking signs, maintenance of traffic flow and parking. (Village of Medina/ Town of Shelby)
- Work with the Medina Business Association and/or Orleans Chamber of Commerce to distribute informational brochures and develop a shuttle service during the highway reconstruction. (Village of Medina/ Town of Shelby)
- Work with the NYS DOT to install landscaping and signage at entrances to the Village of Medina and other municipalities. (Village of Medina)
- Work with the Orleans Chamber of Commerce and NYS Canal Corporation to establish a visitor center at Routes 63 and 31A.

- Provide additional landscaping in downtown Medina (particularly along Center Street). Replace existing planters with planters less susceptible to frost damage. (Village of Medina)
- Work with the Orleans County Chamber of Commerce to recruit a company to reopen the former movie theater across from the Medina Village Hall. (Village of Medina)
- Upgrade the Yates Town Hall parking lot by striping parking spaces and removing weeds. (Town of Yates)
- Improve the exterior of the Lyndonville Village Hall. (Village of Lyndonville)

Industrial development

- Encourage the Orleans County Legislature to maintain an effective level of staffing at the County of Orleans Industrial Development Agency (COIDA) and funding for COIDA programs.
- Work with the Orleans County Chamber of Commerce to implement an “Ambassador Program.” The program would recruit business owners and managers of local businesses as ambassadors who promote Orleans County during their business trips.
- Consider establishing reserve funds in each municipality for use to make industrial site improvements. Make annual appropriations to the reserve funds to ensure that money is available for making needed improvements.
- Make financial contributions periodically to the COIDA revolving loan fund to capitalize the fund over time.

Recreation/ Culture/ Tourism

- Install picnic tables and/or benches on property owned by the Village of Lyndonville to provide a place to view Lake Ontario. Install stairs to provide access to the Lake. (Village of Lyndonville/ Town of Yates)
- Work with the Orleans County Highway Department to improve the appearance of the area at the north end of Route 63. For example, replace or conceal the metal guardrails with something equally functional but more attractive. (Town of Yates)
- Complete improvements designed for the Canal Corridor Initiative, such as shower facilities and visitors center, that will encourage boaters to visit and stay overnight in Medina. (Village of Medina)

- Encourage the establishment of fueling and sewage pump out services in or near the Canal basin. (Village of Medina)
- Construct a trail to connect the Canal Basin with the downtown business district. (Village of Medina)
- Utilize police on bicycles to patrol the Canal Basin area to provide a more visible police presence. (Village of Medina)
- Install additional business directory signage in the Medina Canal basin parking area. Work with the Medina Business Association to keep the directories current. Make promotional brochures available at each sign location. (Village of Medina)
- Install signage to clearly delineating the access routes from the Medina Canal basin to Main and Center Streets. (Village of Medina)
- Install a large “Welcome Boaters” sign in the Medina Canal basin at Canal level toward the Canal. (Village of Medina)
- Encourage the Medina American Legion to relocate its “Welcome Boaters” sign to the foot of the stairs leading to the Canal and reorient it so it faces toward the Canal. (Village of Medina/ Canal Task Force)
- Work with the Medina Business Association to encourage businesses that abut the Canal to improve the appearance of the rear facades of their buildings and to install rear entrances for customers. (Village of Medina/ Canal Task Force)
- Construct a parking area along Route 63 to improve access to Oak Orchard River for canoeing. Provide a portable toilet during peak weekends. Provide signage to identify the area as a location for canoe access. (Town of Ridgeway)
- In cooperation with Glenwood Lake Commission, develop a park along the south side of Glenwood Lake. (Town of Ridgeway)
- Encourage local schools to schedule educational trips to the Iroquois National Wildlife Refuge.
- Work with the Iroquois National Wildlife Refuge to improve public access to the refuge.
- Improve the fishing park with better signage, pedestrian access to the east side of the stream, and screening of the storage building. (Village of Lyndonville)
- Provide information about grant funds and/or tax exemptions to assist landowners in making improvements to properties that are consistent with historic character.

- Work with the Medina Historical Society, the Medina Business Association, and the Orleans County Chamber of Commerce to develop self-directed walking tours of the Village of Medina that incorporate and showcase architecturally and/or historically significant buildings, restaurants, and other points of interest. Make tour brochures available using outdoor kiosks. (Village of Medina)
- Install interpretive signs at historical sites in the Village of Medina. (Village of Medina)
- Encourage the County Legislature to increase support of arts programming through the Genesee / Orleans Council on the Arts.
- Develop recreational facilities for youth, as funding becomes available, such as ball fields, skate park, trails and other facilities.

Intergovernmental Cooperation

- Evaluate the potential for reducing the cost of providing workers' compensation insurance through participation in the Orleans-Wyoming BOCES consortium and pursue such coverage if less expensive.
- Work with the volunteer fire departments and the Village of Medina to encourage joint purchase of fire apparatus through cooperative bidding.
- Evaluate the feasibility of establishing a shared fueling facility to serve the Village of Medina, the Towns of Ridgeway and Shelby, and the Medina Central School District; and a shared facility to serve the Village of Lyndonville, Town of Yates, and the Lyndonville Central School District.
- Establish truck routes and enact legislation to prohibit through truck traffic on streets not designated as truck routes.
- Village boards to bid for the construction of sidewalks throughout the Village on behalf of residents and make the volume pricing available to residents. (Village of Medina)
- Consolidate water billing and meter reading services.
- Evaluate the feasibility of inter-municipal contracting for the provision of ambulance and other services.

Medium Term Actions (3-5 years)

Zoning enforcement/ Property maintenance

- Consider enacting legislation to require a license for non-owner-occupied rental units and require periodic inspections as a condition for license renewal. (Village of Medina)
- Enact legislation to require a new Certificate of Occupancy each time a non-owner-occupied rental property is sold. (Village of Medina)

Village Revitalization and Neighborhood Preservation

- Work with local farmers to establish a farmers market in the Village of Medina using an existing vacant building (perhaps close to the Erie Canal) for farmers to sell their products and wares and to attract tourists.
- Identify parcels to be developed or re-developed. Enact policies that encourage the demolition or re-use of functionally obsolete industrial buildings.
- Improve the access to Main Street from the newly constructed Church Street parking lot. Acquire the lot adjacent to the former movie theater, demolish the building, and provide sidewalk, lighting, and signage for access route. (Village of Medina)
- Seek grant funding and low interest loan funds to assist business owners in Lyndonville to make facade improvements consistent with historic character. (Village of Lyndonville)
- Work with the Medina Business Association to create a Medina “Walk of Fame” that showcases the history of the Village. Install interpretive signage similar to that in Lockport, NY. Conduct an annual ceremony for the installation of granite markers. (Village of Medina)
- Work with utility companies to bury electric and telephone lines in the downtown areas of Lyndonville and Medina.
- Seek grant funding to clean up brownfield sites and make them suitable for redevelopment.

Industrial Development

- Convert existing vacant buildings into business start-up incubators.

Recreation/ Culture/ Tourism

- Encourage the development of a restaurant or similar facility at Shadigee. (Town of Yates)
- Install interpretive signage to commemorate the use of Lake Ontario as a transportation route during the early 1800s. (Town of Yates)
- Install a stairway in the center of the Medina Canal basin parking lot retaining wall to improve access to the parking lot and downtown. (Village of Medina)
- Promote and showcase the Erie Canal at various conferences attended by public officials and business persons. Encourage the NYS Canal Corporation to develop and make available a video for this purpose.
- Explore the feasibility of establishing an annual festival linked to the wildlife refuge similar to the Bird Festival in Oswego, NY.
- Utilize former apple orchard land for athletic fields. (Village of Lyndonville)
- Develop a park adjoining the pond, for picnicking and nature walks. (Village of Lyndonville)
- Improve the pond so that it can be used for boating, fishing and swimming. (Village of Lyndonville)

Intermunicipal Cooperation

- Evaluate the feasibility of establishing an inter-municipal- jointly-funded, employee health insurance program and, if feasible and less costly, implement such a program.
- Make use of the various services available through the Niagara-Orleans BOCES when they are the least costly alternative.
- Evaluate the feasibility of sharing Town and Village buildings, facilities, and sites and pursue those options that are feasible and advantageous.
- Evaluate the feasibility of jointly funding and constructing a water storage tank at the new Shelby Town Hall site on Salt Works Road, and if feasible, pursue funding for the project.
- Evaluate the feasibility of merging the Justice Courts in the Towns of Shelby and Ridgeway and the Village of Medina into one Justice Court and pursue the merger if determined to be advantageous.
- Evaluate the feasibility of the Medina and Lyndonville Central School Districts jointly restructuring their fleet maintenance operations so that each specializes in certain types of maintenance that compliment rather than duplicate each other. Each school would contract with the other for maintenance services.
- Evaluate the feasibility of establishing a joint water line construction crew.
- Evaluate the feasibility of creating a municipal utility for the distribution of electricity in western Orleans County.

- Expand the existing joint equipment purchase and maintenance agreements by including additional equipment and adding municipalities as parties to the agreements.
- Evaluate the economic advantages and disadvantages of merging various local government functions and services and pursue those mergers for which the advantages exceed the disadvantages.

Utilities/ Waste Management

- Identify opportunities to encourage the extension of telecommunications infrastructure into western Orleans County.
- Work with the Chamber of Commerce to promote the use of wireless telecommunications services as they become available, provided that the infrastructure required for such service is consistent with rural character.
- Work with Verizon (formerly Bell Atlantic) and utility regulators to encourage upgrades to telephone lines in rural areas to permit higher speed Internet access.

Long Term Actions (within 6-10 years)

Zoning and other land use regulation

- Evaluate the feasibility of merging the zoning enforcement in western Orleans County into a centralized office with clerical support and pursue such a merger if determined to be advantageous.

Village revitalization

- Seek grant funding to implement a no-interest / low-interest loan program to assist low income property owners to make housing repairs.

Industrial development

- Work with the COIDA to acquire land in or adjacent to villages, as needed, for use as industrial parks.

Recreation/ Culture/ Tourism

- Improve the lines of sight from the Medina Canal basin to the waterfalls and Glenwood Lake. Install accent lighting to display the waterfalls at night. (Village of Medina/ Town of Ridgeway/ Glenwood Lake Commission)
- Work with GoArt! to install an art gallery and/or small museum in a building on Main Street that abuts the Canal Basin Parking lot. Install a rear entrance from the Canal Basin parking lot to attract boaters and to provide them with a safe, clearly, defined access way to Main Street.

Utilities and waste management

- Identify and replace water lines that are undersized in relation to connecting lines (e.g., 8-inch lines that connect on one or both ends to 12-inch lines.).
- Replace undersized water lines (2, 4, and 6-inch) in the Villages of Medina and Lyndonville.

Intergovernmental cooperation

- Encourage Orleans County Government to install a county-wide computer network system to interconnect all of the towns and villages in Orleans County.
- Encourage county-wide standardization of computer software to facilitate the sharing of information among the municipalities in Orleans County.
- Construct facilities for storage to provide backup supply in case of interruptions in service. Cooperate among municipalities to provide the best overall service.